## First Interview

Q: Well, now that you're District Engineer in St. Paul, you've made an interesting transition from the staff officer to a commander of a huge organization. How do you find that transition?

A: I've found that there's no experience an Army officer has that trains him to be a District Engineer. The District Engineer is a unique position, one of great power, one of great respect, and one with a large mission. Coming in as staff officer, where you did the work yourself, to a position where you're supervising a large number of people who do the work is almost a day-night thing. You have to turn off the "I will do" mode of operation and turn on the "I am supervising, I am managing" mode. Hopefully, I am doing just that. The District job is a joy to do. It's just so big and it is so different that when you're going through the learning phase, you're always concerned that things are not continuing on without someone guiding the ship. When I go out and check, though, it's always that Corps civilian who's a real professional, and he or she is getting the job done for you whether you're there or not. So the system is good, and I guess that after being here for 60 days, it reconfirms my thoughts that the Corps is a professional organization. And it is doing well.

Q: So you're managing, with the engineer's impulse to put your hands on a project, you're managing to keep your hands off the projects?

A: Yes. I have certain rules. Since I have three engineering degrees, I try not to do any engineering. I feel that the job requires you to be a leader and a manager. So, if anything, I'm trying to be a good manager and use those techniques of leadership and management that will make this thing go. The one thing that I've dedicated myself to now is how we in the District can do more expeditiously those things that we're charged to do. Take those studies, take those designs, or take those programs and make us respond quickly and get the program from the study phase through the construction phase. My efforts, basically, are to try to make this good machine run a little faster.